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MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Status of Actions Taken in Response to Inspector General's Survey of the Office of Training

REFERENCE : Inspector General's Survey of the Office of Training, November 1967

1. Following is the status of actions taken--but not previously reported--by the various Staffs and Schools of the Office of Training in response to recommendations submitted by the Inspector General in his survey which was completed in November 1967.

Recommendation No. 1

That the Deputy Director for Plans:

a. Take steps to ensure that operations officers in the Clandestine Services become aware of the desirability of a tour of duty as an instructor in OTR.

Current Status

The Deputy Director for Plans signed a Book Dispatch dated 4 January 1968 to all Chiefs of Stations and Bases describing the responsibility of Clandestine Services officers for teaching in OTR, and that future senior officers, at some point in their career, "shall have served at least one tour of duty with Training." In the dispatch, the DD/P asked all COSs to bring his views to the attention of all officer personnel. He cited the need for experienced officers in instruction, and asserted that experience gained overseas "must not be lost because of the reluctance of any officer to serve in a training capacity." He also emphasized the contribution to be made by the CT to OTR after ten years in the Agency.

In mid-June there were [REDACTED] contract Clandestine Services officers on duty in OTR as instructors.

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Approved For Release 2001/03/03 : CIA-RDP78-06207A000200100001-4

SECRET

Excluded from automatic  
downgrading and  
declassification

b. Continue to provide operations positions overseas and in Headquarters for qualified OTR careerists.

Current Status

The DD/P has continued to provide operations positions overseas and in Headquarters for Training careerists (ST). Currently, [REDACTED] are on duty in the Clandestine Services. The BALPA I program has required the return of three STs, two were placed at Headquarters, the third to begin a tour as an instructor at the [REDACTED] 25X9 25X1A

Recommendation No. 2

That the Deputy Director for Support instruct the Director of Training to continue to maintain a cadre of experienced training officers in OTR.

Current Status

OTR has continued to maintain in its Career Service a cadre of experienced training officers in all major disciplines. This, of course, is particularly true in the Language School and the School of International Communism where rotational assignments are extremely limited. In the Operations, Intelligence, and Support Schools, where rotation is moderate to heavy, the OTR career cadres are smaller. In these latter disciplines, up-to-date substantive knowledge is imperative to success as an instructor and this knowledge is best obtained through years of active experience in the field. This experience requirement precludes recruitment into the ST Career Service of direct hires -- even Career Trainees. Meanwhile, OTR's cadre of careerists are "midcareer" and older and have had long tenure with Training. Prolonged ceiling pressures which restricted assignment mobility and promotions and a lack of interested, properly qualified candidates have resulted in few additions to the ST Career Service during recent years. OTR will, however, continue to seek and recruit on a highly selective basis, more junior careerists with appropriate substantive backgrounds and pedagogical aptitudes.

Recommendation No. 3

That the Deputy Director for Support request the Deputy Director for Intelligence to provide the services of a professional librarian from the CIA Library to review present library requirements of OTR.

Current Status

The Chief of the CIA Library completed a review of OTR library requirements on 21 May. In his review, which included visits to OTR's

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Schools and Staffs located in the Globe Building, to the Language School and Management Training area in Rosslyn, and to the [REDACTED], he enlisted views and recommendations of instructors and administrative personnel. Although his formal report is not expected to be completed before 1 July, the Librarian hints that he will recommend establishment of a reference library in the Globe Building and continuation of the libraries in Rosslyn and at [REDACTED]. He foresees retention by the respective schools of their training materials (case studies, reports, and handouts used in the various courses) with the libraries providing the normal reference services directly through CRS.

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#### Recommendation No. 4

That the Deputy Director for Support instruct the Director of Training to consider the appointment of an instructional coordinator in OTR.

#### Current Status

Communication among the schools has been increasing in frequency and variety and continues to do so. New initiatives which were taken to ensure the timely and effective collaboration on matters such as classroom scheduling, duplication of course content, training objectives, use of senior guest lecturers and new instructional techniques have been quite successful. A program of presentations in DTR weekly staff meetings by individual school and staff chiefs of their long-term objectives and their plans to accomplish them has been completed. A program of objectives for FY 1969 has already been scheduled. Each chief now provides a written report and an oral presentation of progress on his objectives and accomplishments. Progress in these types of communication and coordination obviates the need for an instructional coordinator at the present time.

#### Recommendation No. 5

That the Deputy Director for Support, in coordination with the Deputy Directors for Intelligence, Plans, and Science and Technology, propose to the Executive Director-Comptroller that the Training Selection Board be redesignated as the Agency Training Committee and that its responsibilities be broadened as necessary to enable it to function in that capacity.

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Current Status

By DDS memorandum 68-1864, dated 12 April 1968, it was recommended to the Executive Director-Comptroller that OTR should conduct a survey of all training performed in the various Directorates, that an ad hoc working group should examine all such training programs to determine their substance and quality, that each component submit semi-annual reports to the Director of Training, and that copies of approved semi-annual reports are to be submitted to the Executive Director-Comptroller for his information.

The Executive Director-Comptroller approved this recommendation on 1 May 1968 with the understanding that the Director of Training would provide an annual report on all Agency training rather than semi-annual reports on each Agency component.

Recommendation No. 6

25X1A That the Director of Training review the currency, applicability, and completeness of [REDACTED] and submit appropriate revisions to the Deputy Director for Support for publication.

Current Status

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[REDACTED] "OTR," has been revised to reflect within MISSION and FUNCTIONS modification of the Director of Training's responsibility relative to the coordination, technical supervision, review and support of all domestic and foreign training and to include his review of component-conducted training. The Regulation has recently been forwarded to the Deputy Director for Support. A revised OTR organization chart, an annex to [REDACTED] was sent to Chief, 25X1A Support Services Staff, on 25 April for Agency publication. 25X1A

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Other regulations in the series include [REDACTED] Midcareer Training Program and [REDACTED] Training Selection Board, which have been revised and sent to the Deputy Director for Support for publication. The regulation covering the Agency's Language Development Program is being coordinated through the Language Development Committee.

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The revised text of [REDACTED] CTP, has virtually completed coordination within OTR. One other regulation in the 18 series on training

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[REDACTED] is requiring considerable revision and review within OTR before a new text can be forwarded. Remaining [REDACTED] regulations are not in need of modification at this time.

**Recommendation No. 7**

That the Director of Training:

a. Discontinue the review of nominees for the Midcareer Executive Development Course by the Training Selection Board.

**Current Status**

Effective with the Midcareer Executive Development Course beginning 28 April 1968, the Training Selection Board discontinued review of nominees for the course.

b. In proposing revisions of Agency regulations on training as recommended in Recommendation No. 6, delete from the regulations the responsibility of the Chairman, Training Selection Board, for approving nominees for the Midcareer Executive Development Course.

**Current Status**

Responsibility of the Chairman, Training Selection Board, for approving nominees for the Midcareer Executive Development Course has been deleted from [REDACTED] Midcareer Training Program, para c (2) (b). The regulation has been forwarded for publication.

**Recommendation No. 8**

That the Director of Training establish appropriate criteria for determining the types of training that shall be entered on each employee's training record.

**Current Status**

Two criteria are now used to determine the types of training entered on each employee's training record: (1) Entering into the record only that training determined by the Director of Training to have significant bearing on present or future administrative actions, and, (2) Entering into the record only that external training for which Agency costs are substantial factors in support of budget proposals and final accounting.

These criteria allow for inclusion of training considered essential to career development and, conversely, for exclusion of training information of marginal value to planning. They provide a flexibility necessary for OTR to establish a realistic data base from which the Agency Training Record and statistical documentation of training and costs can be retrieved.

It is expected that these two criteria can stand in terms of standards now being developed for the Agency's Support information system.

Recommendation No. 9

25X1A That the Director of Training relieve the Chief, Operations School, of the task of personally conducting the [REDACTED] and assign that responsibility to a senior instructor of the Headquarters Training Branch.

Current Status

25X1A A senior officer of the Clandestine Services, on rotation to the Headquarters Training Branch, OS, is now chief instructor of the [REDACTED]

Recommendation No. 10

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[REDACTED]

Current Status

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[REDACTED]

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The [REDACTED] was completed on 13 June and a report is forthcoming. No significant recommendations have been indicated.

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**Approved For Release 2001/03/03 : CIA-RDP78-06207A000200100001-4**

**Next 3 Page(s) In Document Exempt**

**Approved For Release 2001/03/03 : CIA-RDP78-06207A000200100001-4**

SECRET

Current Status

The management of the ADP Orientation course has been transferred to the Support Services Faculty from the Management Training Faculty. Beginning 1 September 1969, the Office of Computer Services will supply all technical lecturers other than those representing consumer interests and the guest panelists who participate in the Agency overview aspects of computer usage. OTR retains responsibility for scheduling and conducting the course together with all classroom, registration and other administrative details.

Recommendation No. 25

That the Director of Training request the Director of Personnel to schedule an early classification survey of the Clerical Training Faculty.

Current Status

In the report on the Clerical Training Faculty (CTF), the Inspector General questioned whether the grade structure properly equates with responsibilities of the members on the CTF. Findings of the CTF classification survey, announced in mid-June by the Position Management and Compensation Division, OP, determined the CTF grade structure proper and stated that no change is warranted.

Recommendation No. 26

That the Deputy Director for Support direct that action be taken to hasten the completion of Agency manuals on correspondence and mailing procedures.

Current Status

The Office of Training will be pleased to assist in any way in the coordination process required to publish the Agency manuals. The revised Agency Correspondence Manual, particularly, is needed by the Clerical Training Faculty to replace internally prepared handouts now used for instruction. Since the Inspector General's survey of OTR, and at the request of the Records Administration Branch, SSS, the CTF evaluated the recently published U.S.

SECRET



SECRET

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Government Correspondence Manual, produced by GSA, with a view to using it as a text for training purposes. The CTF found the manual to contain some usable material but to have little application in the areas of current Agency correspondence practices and procedures.

Recommendation No. 27

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That the Director of Training instruct the Chief, [REDACTED] to:

a. Establish a personnel panel to consider recommendations for promotion of instructors with Clandestine Services career designations.

Current Status

Chief, [REDACTED]

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[REDACTED] effective 7 March 1968, which established a panel to review promotion actions for Clandestine Services personnel assigned to [REDACTED] and to make recommendations to the COS. The Regulation outlines responsibilities of the Chief of Operations Training, Staffs I and II, and of supervisors of CS personnel. Panel membership consists of a chairman, four or more senior CS officer members, and a non-voting secretary, all appointed by the COS.

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[REDACTED] also effective 7 March 1968, established by name the chairman, the secretary and other officers of the panel.

b. Make known to those affected the existence of the panel, its purpose, and its operating procedures.

Current Status

The COS reports that copies of the Regulation and the Notice were circulated among all CS Careerists at [REDACTED] inviting discussions by CS officers with the COS or with immediate supervisors. Hereafter, it will be SOP to show both regulatory issuances to the new CS officer at the time of his EOD at the Station.

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Recommendation No. 28

That the Director of Training establish the policy that at least one of the three senior supervisory positions on the

Approved For Release 2001/03/03 : CIA-RDP78-06207A000200100001-4

SECRET  
12

SECRET

Operations Training Staff (Phase I) will be occupied by an experienced OTR careerist.

Current Status

While the three incumbents of the senior supervisory positions in the Operations Course Phase I are at present members of the Clandestine Services, these positions will always be filled by the best qualified individuals available, regardless of career service affiliation.

Recommendation No. 29

That the Deputy Director for Support initiate action to request the Director of Central Intelligence to approve blanket exceptions for locally hired witting employees of the [REDACTED] to Agency policy which expects employees to retire voluntarily upon reaching age 60 or as soon thereafter as they are eligible for optional retirement.

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Current Status

OTR has continually pressed for approval of a policy which would permit witting employees [REDACTED] to remain on to age 70, the same as for locally-hired unwitting employees and consonant with [REDACTED] a briefing of the DD/S on 23 May by the [REDACTED] the DD/S requested a comprehensive, up-to-date list of the affected employees, including ages and occupation. The DD/S indicated he would review the policy upon receipt of the list, which is due to reach the DD/S at approximately the same time as this memorandum.

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Recommendation No. 30

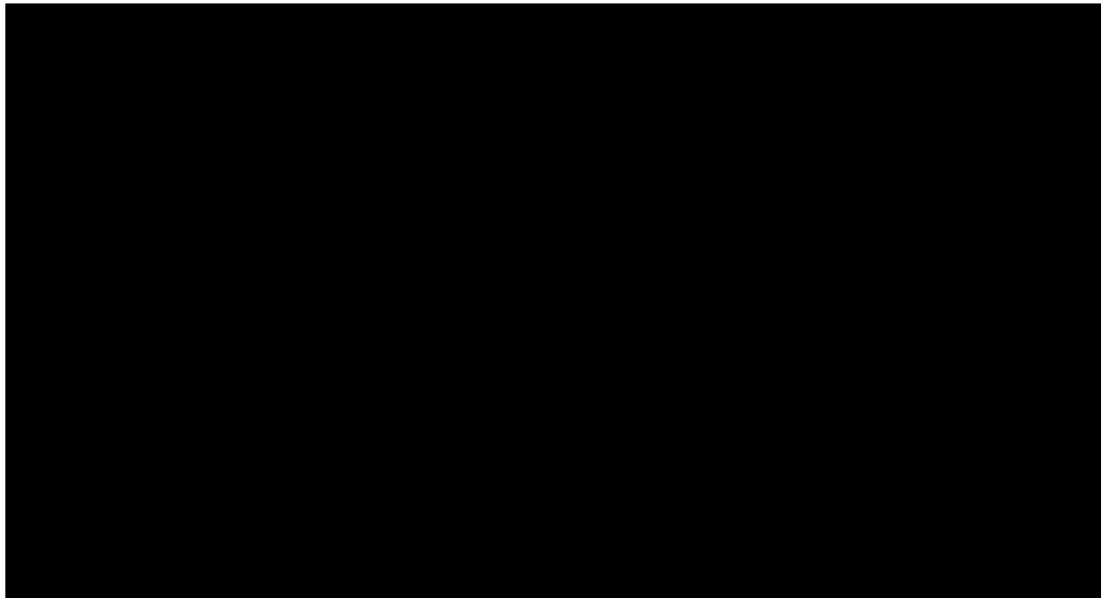
That the Director of Training:

[REDACTED]

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Current Status



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Recommendation No. 31

That the Director of Training direct an independent review be made of the staffing and functioning of the Supply Branch at the [REDACTED] with a view toward manpower savings through redistribution of workload.

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Current Status

OTR headquarters personnel and plans officers conducted an internal review of the [REDACTED] Supply Branch in February and an on-site survey was completed by [REDACTED] officials. Later, a second review dictated by OTR's reduced personnel ceiling was conducted by OTR/Plans and Management. Pressure for Supply Branch cuts by OTR management have been successfully countered by [REDACTED] defense of the positions. With the possibility that internal reviews can often suffer from parochialism, the Office of Personnel's Position Management and Compensation Division was requested on 11 June to conduct an independent survey of the manpower-workload ratio in Supply Branch/[REDACTED] This study should solve the differences of opinion.

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Recommendation No. 32

That the Director of Training review the need for students to wear [REDACTED] except on days when field training is scheduled.

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14  
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**Next 1 Page(s) In Document Exempt**

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